

Results Report Employee Engagement Survey

October
2011

Report for: Overall State of Colorado (001)

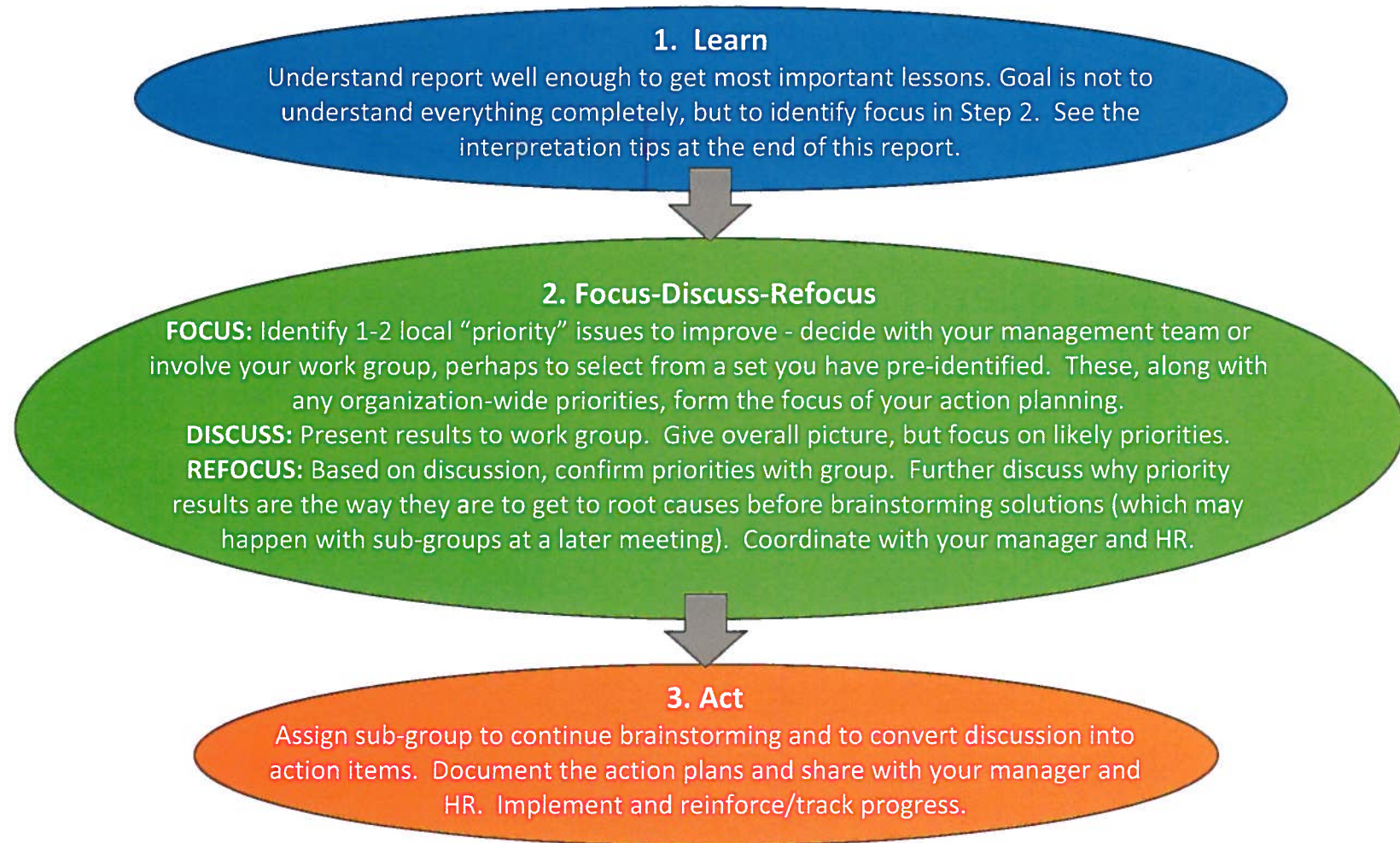
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Three Steps to Create Local Action from Survey Results



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Guidelines for Reading and Interpreting Results

What are the Numbers?

Items and Dimensions: Results are provided for all survey items (i.e., statements), which are grouped into Dimensions in various places in the report. No results are provided where fewer than 6 people responded to an item.

Percent Favorable (or “% Fav”): Percent of respondents who responded favorably or strongly favorably to any given topic (e.g., agreed or strongly agreed to an item) - the percent of employees who feel good about a topic.

Internal Best: Average Percent Favorable across the most engaged groups across the organization (i.e., top 20% on Engagement Dimension). This is a high, yet achievable internal standard. By definition, Internal Best scores will be above most other results.

Gap vs. Overall: Differences in Percent Favorable between the report group and the organization overall (i.e., above or below the company average).

The Bars:

Item or Dimension:



The green indicates the Percent Favorable—shown here as 50%. The dark green reflects Strongly Favorable responses (e.g., Strongly Agree) and the light green reflects Favorable (e.g., Agree).

The yellow indicates the Percent Neutral (e.g., Neither Agree nor Disagree)—shown here as 20%.

The red indicates the Percent Unfavorable—shown here as 30%. The dark red reflects Strongly Unfavorable responses (e.g., Strongly Disagree) and the light red reflects Unfavorable (e.g., Disagree).

Departments and offices under the authority of the Governor, include the Departments of Agriculture, Corrections, Health Care Policy and Financing, Higher Education, Human Services, Labor and Employment, Local Affairs, Military and Veterans Affairs, Natural Resources, Public Health and Environment, Personnel & Administration, Public Safety, Regulatory Agencies, Revenue, and Transportation and the Governor's Office and the Office of Information Technology, Office of Economic Development and International Trade, Office of State Planning and Budgeting, and Governor's Energy Office. The Department of Education, other elected officials, institutions of higher education, Legislative Branch and Judicial Branch are not included.

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Guidelines for Reading and Interpreting Results

What to look for in the Numbers?

The Goal: The primary goal of reading this report is to identify the few priority areas most important strengths to maintain/enhance or opportunities to improve.

What to look for:

- **Importance.** Pay most attention to the topic areas most important to work group success in the coming year. Change management? Innovation? Energized or engaged employees? These are not necessarily the lowest scores.
- **Percent Favorable of 75% or higher (or 50% or lower).** Percent favorable scores of 75% or higher can be called **Strengths**. Percent favorable scores of 50% or less can be called **Opportunities**.
- **Percent Unfavorable of 20% or more.** Item-level unfavorable scores of 20-29% are “Yellow Flags.” Unfavorable scores of 30% or more are “Red Flags.”
- **Differences vs. other standards.** Draw lessons from the 5 biggest gaps vs. the Organization Overall or other groups in the report. How big of a gap (or difference) is meaningful? Use the following guidelines to focus on the most important differences vs. other groups. For groups with:
 - 100 or more respondents..... differences of 5% points or more are meaningful
 - 50-99 respondents..... differences of 10% points or more are meaningful
 - Fewer than 50 respondents..... differences of 15% points or more are meaningful

NOTES:

- Much of the work to highlight these differences has been done already, with positive differences marked in **GREEN** and negative differences in **RED**. Some sections include “up” or “down” pointing triangles to outline those numbers.



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Results Snapshot

Overall State of Colorado

Total Responses: 20,466

% Favorable

% Neutral

% Unfavorable

Most Favorable

Gap vs.
Overall

Most Above Overall

Gap vs.
Overall

3. Work is important



0

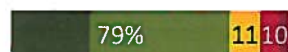
-- No items --

12. Held accountable for results



0

1. Work gives feeling of personal accomplishment



0

Most Unfavorable

Gap vs.
Overall

Most Below Overall

Gap vs.
Overall

26. Capacity to act on innovative ideas



0

-- No items --

30. Sat w/oppty for career growth, advancement



0

38. Leaders give clear picture of direction



0

Work on what is most important, not simply on what is high or low.

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Dimension Summary

Overall State of Colorado

Total Responses: 20,466

	% Favorable	% Neutral	% Unfavorable	Internal Best %	Gap vs. Overall
Immediate Supervisor	70%	13%	17%	81	0
Values	68%	14%	18%	82	0
Public Service	67%	16%	17%	80	0
Performance Management	66%	16%	18%	77	0
Teamwork	65%	18%	17%	76	0
Engagement	64%	21%	16%	81	0
Work Process	61%	19%	20%	73	0
Customer Focus	60%	25%	15%	74	0
Growth & Development	53%	19%	28%	63	0
Involvement	52%	22%	26%	71	0
Resources	51%	21%	28%	62	0
Innovation	48%	20%	32%	65	0
Dept Leadership	39%	28%	34%	57	0

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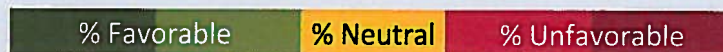
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Item Detail

Overall State of Colorado



Total Responses: 20,466

Customer Focus

Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

19,101



74

0

32. In my department/campus, we make it easy for citizens to use the services we offer (e.g., customer-friendly policies, procedures).

Overall State of Colorado

19,436



80

0

33. We use customer feedback to make improvements to our processes.

Overall State of Colorado

19,086



72

0

34. We use customer feedback to make changes to how we meet their needs.

Overall State of Colorado

19,126



72

0

35. Customer problems get corrected quickly.

Overall State of Colorado

19,458



75

0

36. Over the past year, our efforts to improve our customers' experience have been working.

Overall State of Colorado

18,398



70

0

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Item Detail

Overall State of Colorado

Total Responses: 20,466



Dept Leadership

Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

19,903



57

0

38. State of Colorado/IHED leaders give employees a clear picture of the direction the organization is headed.

Overall State of Colorado

19,708



48

0

39. I have trust and confidence in my department/higher education institution leaders.

Overall State of Colorado

20,098



66

0

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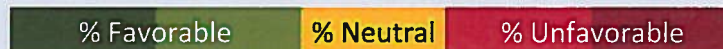
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Item Detail

Overall State of Colorado



Total Responses: 20,466

Engagement

Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

20,082



81

0

1. My work gives me a feeling of personal accomplishment.

Overall State of Colorado

20,396



92

0

41. I am proud to say that I am an employee of the State of Colorado/IHED.

Overall State of Colorado

20,292



87

0

42. I am seriously considering ending my employment with the State of Colorado/IHED within the next 12 months. (favorable = disagree)

Overall State of Colorado

19,470



73

0

43. I would recommend the State of Colorado/IHED as a good place to work.

Overall State of Colorado

20,169



72

0

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9/31

Item Detail

Overall State of Colorado



Total Responses: 20,466

Growth & Development

Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

20,169



63

0

21. New employees get the training they need to do their jobs well.

Overall State of Colorado

19,884



59

0

29. I have sufficient training to do my job well.

Overall State of Colorado

20,376



84

0

30. I am satisfied with my opportunities for career growth and advancement.

Overall State of Colorado

20,246



46

0

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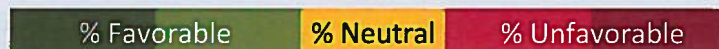


10/31

Item Detail

Overall State of Colorado

Total Responses: 20,466



Immediate Supervisor

Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

20,350



81

0

5. My immediate supervisor gives me meaningful and timely feedback on my performance.

Overall State of Colorado

20,329



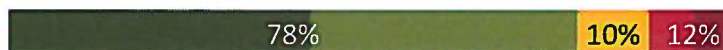
76

0

6. My immediate supervisor treats me with respect.

Overall State of Colorado

20,379



87

0

9. I have trust and confidence in my immediate supervisor.

Overall State of Colorado

20,343



81

0

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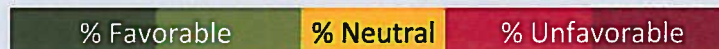
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Item Detail

Overall State of Colorado

Total Responses: 20,466



Innovation

Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

20,274



65

0

24. I feel encouraged to come up with new and better ways of doing things.

Overall State of Colorado

20,368



79

0

25. Where I work, employees are encouraged to participate in making decisions that affect their work.

Overall State of Colorado

20,277



76

0

26. In my work group, we have the capacity (people, time, resources) to act on promising new/innovative ideas.

Overall State of Colorado

20,176



40

0

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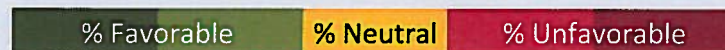


12/31

Item Detail

Overall State of Colorado

Total Responses: 20,466



Involvement

Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

20,126



71

0

23. I have the authority I need to do my job effectively.

Overall State of Colorado

20,344



76

0

27. In my work group, decisions are made at the appropriate level.

Overall State of Colorado

20,164



73

0

28. When employees have good ideas, management makes use of them.

Overall State of Colorado

19,869



64

0

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Item Detail

Overall State of Colorado

Total Responses: 20,466

% Favorable

% Neutral

% Unfavorable

Performance Management

Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

20,225



77

0

4. My immediate supervisor makes it clear what is expected of me.

Overall State of Colorado

20,365



82

0

10. My immediate supervisor addresses performance problems in my work group.

Overall State of Colorado

19,843



71

0

11. I am satisfied with the recognition I get for the work I do.

Overall State of Colorado

20,354



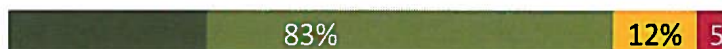
66

0

12. I am held accountable for achieving results.

Overall State of Colorado

20,338



90

0

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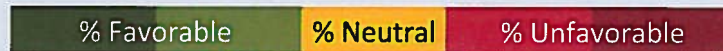
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Item Detail

Overall State of Colorado

Total Responses: 20,466



Public Service

Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

19,996



80

0

2. The work we do in my department/higher education institution is respected and valued by the public.

Overall State of Colorado

19,798



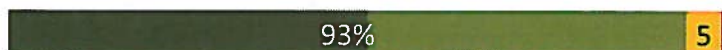
78

0

3. The work I do is important.

Overall State of Colorado

20,402



96

0

37. In my work group, we are recognized for meeting our responsibilities to the State and its citizens.

Overall State of Colorado

19,788



65

0

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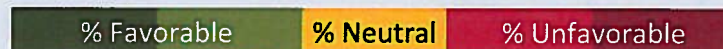
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Item Detail

Overall State of Colorado

Total Responses: 20,466



Resources	# Responses		Internal Best %	Gap vs. Overall
Overall State of Colorado	19,947		62	0
16. I have the resources and equipment I need to do my job well.				
Overall State of Colorado	20,397		67	0
17. Compared to one year ago, in my work group, we get work done more efficiently, with less waste of money or other resources.				
Overall State of Colorado	19,081		51	0
18. The amount of work I am expected to do is reasonable.				
Overall State of Colorado	20,362		67	0

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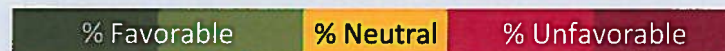
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Item Detail

Overall State of Colorado

Total Responses: 20,466



Teamwork

Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

20,274



76

0

19. The people I work with cooperate to get the job done.

Overall State of Colorado

20,387



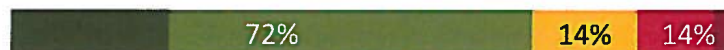
86

0

20. The employees in my group have the right skills for their roles.

Overall State of Colorado

20,291



83

0

22. Other work groups give us the support we need to succeed.

Overall State of Colorado

20,143



60

0

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Item Detail

Overall State of Colorado



Total Responses: 20,466

Values

Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

20,122



82

0

7. I am comfortable raising ethical concerns to my immediate supervisor.

Overall State of Colorado

20,183



83

0

8. My supervisor supports my need to balance work and other life issues.

Overall State of Colorado

20,296



88

0

40. I am confident my department/higher education institution leaders will respond to unethical behavior.

Overall State of Colorado

19,888



74

0

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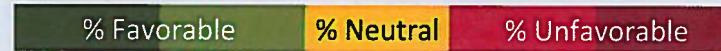
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Item Detail

Overall State of Colorado

Total Responses: 20,466



Work Process

Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

20,264



73

0

13. In my work group, we have effective processes that enable me to get my job done well.

Overall State of Colorado

20,339



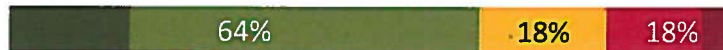
73

0

14. In my work group, we have the processes and systems to provide consistent customer or public service.

Overall State of Colorado

20,230



76

0

15. In my work group, rules and regulations are useful guides for doing the right thing more than they are a barrier to efficiency.

Overall State of Colorado

20,223



71

0

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Efficiency Index

Overall State of Colorado



Total Responses: 20,466

Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

20,093



72

0

Across the state we are focused on improving Efficiency (use of resources), Effectiveness (impact of our work), and Elegance (graceful service interactions). This index highlights employee views on Efficiency.

Efficiency Index Item	Dimension	% Fav	Internal Best %	Gap vs. Overall
29. I have sufficient training to do my job well.	Growth & Development	74	84	0
24. I feel encouraged to come up with new and better ways of doing things.	Innovation	60	79	0
23. I have the authority I need to do my job effectively.	Involvement	63	76	0
27. In my work group, decisions are made at the appropriate level.	Involvement	52	73	0
17. Compared to one year ago, in my work group, we get work done more efficiently, with less waste of money or other resources.	Resources	40	51	0
15. In my work group, rules and regulations are useful guides for doing the right thing more than they are a barrier to efficiency.	Work Process	60	71	0

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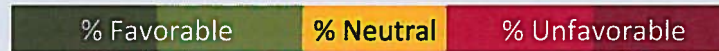
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Effectiveness Index

Overall State of Colorado



Total Responses: 20,466

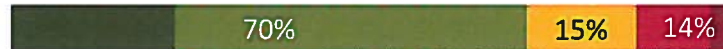
Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

20,332



81

0

Across the state we are focused on improving Efficiency (use of resources), Effectiveness (impact of our work), and Elegance (graceful service interactions). This index highlights employee views on Effectiveness.

Effectiveness Index Item	Dimension	% Fav	Internal Best %	Gap vs. Overall
4. My immediate supervisor makes it clear what is expected of me.	Performance Management	73	82	0
12. I am held accountable for achieving results.	Performance Management	83	90	0
19. The people I work with cooperate to get the job done.	Teamwork	74	86	0
13. In my work group, we have effective processes that enable me to get my job done well.	Work Process	58	73	0
14. In my work group, we have the processes and systems to provide consistent customer or public service.	Work Process	64	76	0

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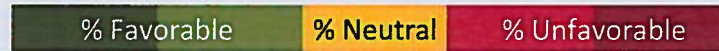
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Elegance Index

Overall State of Colorado



Total Responses: 20,466

Responses

Internal
Best %

Gap vs.
Overall

Overall State of Colorado

19,327



73

0

Across the state we are focused on improving Efficiency (use of resources), Effectiveness (impact of our work), and Elegance (graceful service interactions). This index highlights employee views on Elegance.

Elegance Index Item	Dimension	% Fav	Internal Best %	Gap vs. Overall
32. In my department/campus, we make it easy for citizens to use the services we offer (e.g., customer-friendly policies, procedures).	Customer Focus	67	80	0
33. We use customer feedback to make improvements to our processes.	Customer Focus	57	72	0
35. Customer problems get corrected quickly.	Customer Focus	63	75	0
36. Over the past year, our efforts to improve our customers' experience have been working.	Customer Focus	55	70	0
2. The work we do in my department/higher education institution is respected and valued by the public.	Public Service	60	78	0
37. In my work group, we are recognized for meeting our responsibilities to the State and its citizens.	Public Service	47	65	0

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22/31

Top 10 Items

Overall State of Colorado

% Favorable

% Neutral

% Unfavorable

Total Responses: 20,466

	# Responses		Gap vs. Overall	Dimension
3. Work is important	20,402	93% 5 2	0	Public Service
12. Held accountable for results	20,338	83% 12% 5	0	Performance Management
1. Work gives feeling of personal accomplishment	20,396	79% 11% 10%	0	Engagement
6. Supervisor treats with respect	20,379	78% 10% 12%	0	Immediate Supervisor
8. Supervisor supports work/life balance	20,296	76% 12% 12%	0	Values
19. Cooperation to get job done	20,387	74% 13% 13%	0	Teamwork
29. Training to do job well	20,376	74% 14% 11%	0	Growth & Development
4. Supervisor makes expectations clear	20,365	73% 13% 14%	0	Performance Management
7. Comfortable escalating concerns to supervisor	20,183	72% 11% 17%	0	Values
20. Employees have right skills	20,291	72% 14% 14%	0	Teamwork

For the reports that reference Governor's Authority, the data includes only the departments and offices under the authority of the Governor.

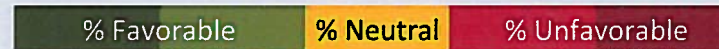
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Bottom 10 Items

Overall State of Colorado



Total Responses: 20,466

	# Responses		Gap vs. Overall	Dimension
26. Capacity to act on innovative ideas	20,176	30% 24% 46%	0	Innovation
30. Sat w/oppty for career growth, advancement	20,246	35% 20% 45%	0	Growth & Development
38. Leaders give clear picture of direction	19,708	35% 30% 35%	0	Dept Leadership
39. Confidence in leaders	20,098	43% 26% 32%	0	Dept Leadership
11. Sat w/recognition for the work	20,354	48% 20% 32%	0	Performance Management
28. Mgmt uses employee ideas	19,869	42% 28% 31%	0	Involvement
17. Get work done more efficiently than a year ago	19,081	40% 31% 29%	0	Resources
37. Recognized for meeting responsibilities	19,788	47% 24% 29%	0	Public Service
25. Employees encouraged to participate in decisions	20,277	55% 18% 28%	0	Innovation
21. New employees get needed training	19,884	50% 22% 28%	0	Growth & Development

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Direct Reports Breakdown

Overall State of Colorado

Total Responses: 20,466

	% Favorable								
	Overall	CDE	Law	Secretary of State	Treasury	Judicial Branch	Governor's Authority	IHED	Legislative Branch
# Responses	20,466	436	274	91	10	396	13,825	4,503	892
Customer Focus	60	75	60	73	64	50	57	70	50
32. Easy for citizens to use srvs we offer	67	74	63	82	90	54	64	76	59
33. Use cust feedback to improve processes	57	76	60	67	40	49	54	68	45
34. Use cust feedback to better meet needs	58	77	63	66	60	50	54	68	46
35. Cust probs corrected quickly	63	72	63	72	80	51	61	71	53
36. Efforts working to improve cust experience	55	74	52	76	50	45	52	65	45
Dept Leadership	39	63	55	44	65	38	37	43	38
38. Leaders give clear picture of direction	35	60	43	39	50	38	34	36	38
39. Confidence in leaders	43	66	66	48	80	37	40	49	38

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Direct Reports Breakdown

Overall State of Colorado

Total Responses: 20,466

	% Favorable								
	Overall	CDE	Law	Secretary of State	Treasury	Judicial Branch	Governor's Authority	IHED	Legislative Branch
# Responses	20,466	436	274	91	10	396	13,825	4,503	892
Engagement	64	71	74	62	77	59	62	67	61
1. Work gives feeling of personal accomplishment	79	87	88	76	90	70	77	84	70
41. Proud to say employee of State	68	76	82	67	90	64	67	70	66
42. Seriously considering leaving in next 12 mo (favorable =	58	62	62	50	56	53	57	58	58
43. Recommend State as good place to work	50	58	64	56	70	48	48	55	48
Growth & Development	53	54	54	52	67	53	53	54	52
21. New employees get needed training	50	45	49	51	70	49	50	50	49
29. Training to do job well	74	79	79	73	80	75	73	77	73
30. Sat w/oppty for career growth, advancement	35	39	35	33	50	36	35	36	34

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Direct Reports Breakdown

Overall State of Colorado

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	% Favorable								
	Overall	CDE	Law	Secretary of State	Treasury	Judicial Branch	Governor's Authority	IHED	Legislative Branch
# Responses	20,466	436	274	91	10	396	13,825	4,503	892
Immediate Supervisor	70	76	76	70	83	66	70	71	67
5. Supvsr gives meaningful, timely feedback	64	68	69	58	90	63	64	65	63
6. Supervisor treats with respect	78	84	83	80	80	72	78	79	75
9. Trust, confidence in supervisor	68	77	75	71	80	63	68	70	63
Innovation	48	60	55	53	57	38	47	53	41
24. Encouraged to come up w/new ways of doing things	60	75	63	70	70	46	57	68	51
25. Employees encouraged to participate in decisions	55	70	64	54	70	44	54	59	46
26. Capacity to act on innovative ideas	30	35	37	34	30	23	29	33	26
Involvement	52	64	65	57	80	43	51	55	44
23. Authority needed to do job effectively	63	68	74	62	90	61	62	66	57

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# Responses	20,466	436	274	91	10	396	13,825	4,503	892
Involvement	52	64	65	57	80	43	51	55	44
27. Decisions made at appropriate level	52	64	68	63	90	39	51	54	42
28. Mgmt uses employee ideas	42	60	52	46	60	29	40	46	32
Performance Management	66	71	71	64	80	63	66	68	63
4. Supervisor makes expectations clear	73	76	76	68	90	73	73	73	72
10. Supervisor addresses perf probs	61	64	61	55	70	58	61	60	60
11. Sat w/recognition for the work	48	62	62	51	60	41	47	51	42
12. Held accountable for results	83	82	86	80	100	80	82	86	78
Public Service	67	74	74	67	62	62	66	70	63
2. Work is respected and valued by public	60	70	71	64	67	47	57	70	50

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# Responses	20,466	436	274	91	10	396	13,825	4,503	892
Public Service	67	74	74	67	62	62	66	70	63
3. Work is important	93	95	92	81	90	93	93	95	91
37. Recognized for meeting responsibilities	47	57	60	56	30	45	47	45	48
Resources	51	57	54	57	57	48	51	53	49
16. Resources and equipment to do job	56	54	56	55	60	52	55	61	54
17. Get work done more efficiently than a year ago	40	58	38	56	40	33	38	45	33
18. Amount of work is reasonable	58	60	68	60	70	59	59	54	60
Teamwork	65	71	74	68	90	55	64	66	60
19. Cooperation to get job done	74	83	84	76	100	65	73	76	69
20. Employees have right skills	72	77	78	70	90	60	71	74	66

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# Responses	20,466	436	274	91	10	396	13,825	4,503	892
Teamwork	65	71	74	68	90	55	64	66	60
22. Other work groups give needed support	48	54	60	57	80	41	47	49	45
Values	68	77	81	69	97	61	68	71	63
7. Comfortable escalating concerns to supervisor	72	78	82	69	90	67	72	74	68
8. Supervisor supports work/life balance	76	86	85	82	100	65	76	79	70
40. Leaders respond to unethical behavior	57	68	76	56	100	50	55	61	50
Work Process	61	66	64	63	87	61	60	63	60
13. Effective processes to get job done	58	64	65	63	90	55	58	61	55
14. Processes, systems enable consistent service	64	69	65	74	90	64	63	69	61
15. Rules, regs are useful guides, not barriers	60	64	63	53	80	64	60	60	63

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# Responses	20,466	436	274	91	10	396	13,825	4,503	892
Efficiency Index	58	68	64	63	75	53	57	62	53
Effectiveness Index	70	75	75	72	94	67	70	73	67
Elegance Index	58	71	62	70	60	49	56	66	50

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